Criteria for Performance Excellence	Leadership	Strategic Planning	Customer Service	Performance Measures	Human Resources	Internal Processes	Results	Financial Information	Infrastructure	Information Technology
The Florida Sterling Council	Leadership: 1) Organizational Leadership (Senior leadership direction, organizational governance, and organizational performance review), 2) Social Responsibility (Responsibilities to the public, ethical behavior, and support of key communities)	Strategic Planning: 1) Strategy Development (Strategy development process and strategic objectives), 2) Strategy Deployment (Action plan development and deployment and performance projection)	Customer and Market Focus: 1) Customer and Market Knowledge, 2) Customer Relationships and Satisfaction (Customer relationship building and customer satisfaction determination)	Measurement, Analysis and Knowledge Management: 1) Measurement and Analysis of Organizational Performance (Performance measurement and performance analysis), 2) Information and Knowledge Management (Data and information availability and organizational knowledge)	Human Resource Focus: 1) Work Systems (Organization and management of work, employee performance management system, and hiring and career progression), 2) Employee Learning and Motivation (Employee education, training, and development, and motivation and career development), 3) Employee Well-being and Satisfaction (Work environment and employee support and satisfaction)	Process Management: 1) Value Creation Processes, 2) Support Processes	Organizational Performance Results: 1) Customer-focused Results, 2) Product and Service Results, 3) Financial and Market Results, 4) Human Resource Results, 5) Organizational Effectiveness Results, 6) Governance and Social Responsibility Results	N/A	N/A	N/A
The Baldridge National Quality Award Program	Leadership: 1) Senior Leadership (Vision and values, and communication and organizational performance), 2) Governance and Social Responsibilites (Organizational governance, legal and ethical behavior, and support of key communities)	Strategic Planning: 1) Strategy Development (Strategy development process and strategic objectives), 2) Strategy Deployment (Action plan development and deployment and performance projection)	Customer and Market Focus: 1) Customer and Market Knowledge, 2) Customer Relationships and Satisfaction (Customer relationship building and customer satisfaction determination)	Measurement, Analysis and Knowledge Management: 1) Measurement, Analysis, and Review of Organizational Performance (Performance measurement and performance analysis and review), 2) Information and Knowledge Management (Data and information availability, organizational knowledge management, data, information and knowledge quality)	Human Resource Focus: 1) Work Systems (Organization and management of work, employee performance management system, and hiring and career progression), 2) Employee Learning and Motivation (Employee education, training, and development, and motivation and career development), 3) Employee Well-being and Satisfaction (Work environment and employee support and satisfaction)	Process Management: 1) Value Creation Processes, 2) Support Processes and Operational Planning	Business Results: 1) Product and Service Outcomes, 2) Customer-focused Results, 3) Financial and Market Results, 4) Human Resource Results, 5) Organizational Effectiveness Results, 6) Leadership and Social Responsibility Results	N/A	N/A	N/A
The Balanced Scorecard Institute	N/A	N/A	Customer Perspective: 1) Customer focus, 2) Customer satisfaction	N/A	Learning and Growth Perspective: 1) Employee training, 2) Organizational culture, 3) Career development	Business Process Perspective: 1) Mission-oriented processes, 2) Support processes	N/A	Financial Perspective: 1) Financial data, 2) Risk assessment, 3) Cost-benefit data	N/A	N/A

Criteria for Performance Excellence	Leadership	Strategic Planning	Customer Service	Performance Measures	Human Resources	Internal Processes	Results	Financial Information	Infrastructure	Information Technology
Government Performance Project Grading the States 2005	N/A	Strategic Direction: Actively focuses on the strategic direction of its policy and collects information to support that policy direction.	N/A	Performance Information: 1)Managing for Performance: Managers have the appropriate information required to make program management decisions, 2) Budgeting for Performance: Data is available on the relationship between cost and performance, and they use the data when making resource allocation decisions	People: 1) Strategic Workforce Planning, 2) Hiring, 3) Retaining Employees, 4) Training and Development, 5) Managing Employee Performance	N/A	Program Evaluation: Data is in placed that enables managers to assess the actual performance of policies and programs.	Money: 1) Long-term Outlook, 2) Budget Process: Transparent and easy to follow, 3) Structural Balance: Financial management activities support a structural balance between ongoing revenues and expenditures, 4) Contracting/ Purchasing: Effectively manages procurement activities, 5) Financial controls/reporting: Assesses the effectiveness of its financial operations and management practices	Infrastructure: 1) Capital Planning: Conducts a thorough analysis of its infrastructure needs and has a transparent process for selecting capital projects, 2) Project Monitoring: Effective process for monitoring infrastructure projects throughout their design and construction, 3) Maintenance: Maintain infrastructure according to generally recognized engineering practices, 4) Internal Coordination: Effectively manages and coordinates infrastructure issues, 5) Intergovernmental Coordination: Create effective intergovernmental and interstate infrastructure management networks	Electronic Government: The public has access to information about the state, performance of state programs and state services, and is able to provide input to state policymakers.
Governing Performance Project Grading the Counties 2002	N/A	Managing for Results: Engages in results-oriented strategic planning in which objectives are clearly identified and communicated effectively to all employees, plans are responsive to input from citizens and employees.	N/A	Managing for Results: 1) Develop indicators and evaluate data that can measure progress toward results, ensuring that the data is valid and accurate, 2) Leaders and managers use results data for policy making, budgeting, management, and the evaluation of progress	Human Resources: 1) Strategic Analysis of present and future human resource needs, 2) Effective hiring procedures , 3) Maintain a skilled workforce by training, retaining skilled employees and disciplining or terminating employees without excessive constraints, 4) Motivate employees by rewarding superior performance , effective performance evaluation, providing for employee feedback, and maintain productive labor-management relations, 5) Civil service structure in place with a classification system coherent and of appropriate size, flexibility in civil service and pay structure, and good communication of human resources policies and goals to employees	N/A	Managing for Results: 1) Have established organizations within the government whose responsibility is to evaluate programs or agencies and incorporate their conclusions, 2) Ability to communicate the results of its activities to the stakeholders	Financial Management: 1) Multi-year perspective on the budget, 2) Structural balance between revenues and expenditures, 3) Accurate financial reports, financial data, and timely financial reporting, 4) Control over expenditures, managerial flexibility, and solid management of procurement and contracts	N/A	Information Technology: 1) Have information technology systems that adequately supports manager's needs and strategic goals, 2) Coherent IT architecture with strategies in place to support present and future requirements, 3) Conduct multi-year technology planning, 4) Adequate training for end-users and technology specialists, 5) The system supports the government's ability to communicate with and provide services to its citizens